

SAF/AQ

Air Force Acquisition Lightning Bolt Initiatives

From the Office of the
Assistant Secretary of the
Air Force (Acquisition)

Update #6

Oct 27, 1995

This update describes progress made in the Lightning Bolts since the last update on Sep 29.

On Sep 22 the SAF/AQ Home Page became operational on the Internet. Lightning Bolt Updates, News from AFAR, AF FAR Supplements, Congressional Marks, Mini-Maxi Track, APDP Information and Acquisition Policy Memos, Industry Roundtable Outbriefs, Earned Value Information and soon Road Show II Acquisition Reform Training materials may be found at:

<http://www.safaq.hq.af.mil/safaq/>

1. Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.

Implemented!!

Since the last update, the Centralized RFP Support Team assisted another 14 program offices in implementing acquisition reform in their RFPs. This brings the total number of RFPs streamlined to 39. The team gave 22 additional program offices acquisition reform briefings and touched another 126 programs with Streamlining Packages. Mr Lach and Col Rolsen gave four briefings to industry and traveled to each Center to meet RFPSO augmentees.

The first lesson-learned newsletter, "Angle on Reform:" was released Sep 15; the second edition is scheduled Nov 2. Copies of this newsletter may be found on the SAF/AQ Home Page.

RFP streamlining training occurred 25-26 Oct for the new augmentees representing the DCMC, ASP Secretariat and ESC. Augmentees are working with their respective Center program offices to establish initial contact and continually update the scheduled workload.

A Summit with the RFPSOs and augmentees will be held Dec 4-5 at Wright-Patterson. Video teleconferences with the RFPSO Chiefs and augmentees are scheduled Oct 31, Nov 28 and Dec 19.

2. Create a standing Acquisition Strategy Panel (ASP) composed of senior level acquisition personnel from SAF/AQ, AFMC and the user. The panel structure will be fully operational by Sep 15.

SAF/AQ has reviewed Pentagon and AFMC nominees for the Service Acquisition Executive and Senior Panels (ACAT I and II) along with those for the Defense Contract Management Command. Initial selections have been made and packages prepared for final approval and notification of selected Panel members.

SAF/AQ Policy Memo 95A-009 is in final coordination enroute to SAF/AQ for approval/signature.

Upon approval, both packages will be distributed simultaneously.

3. Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.

The joint SAF/AQ - Hq AFMC IPT completed their review of all Product and Logistic Center streamlining and reform initiatives that effect the size of SPOs. The IPT placed special emphasis on classified/SAR programs that demonstrated effective management of large programs with small teams. The IPT used this insight to develop a toolbox of tenets for program managers to use to dramatically reduce organic and contract support program office staff. The end product is not be a mathematical model.

The tenets were developed and coordinated with Hq AFMC and are currently with SAF/AQ for approval. Anticipated release date is 1 Nov. A working draft is posted on the SAF/AQ Home Page under Acquisition Reform/Lightning Bolt 3.

4. Cancel all AFMC Center-level acquisition policies by Dec 1.

SAF/AQ signed a letter to all organizations affected by the results of the Acquisition Policy Review. Those organizations responsible for modified policy must make the necessary changes and forward their revised policy to SAF/AQXA within 60 days of the letter's date.

The New Policy Review Team (NPRT) will review the modified policies and ensure they are consistent with the acquisition reform philosophies. If you have question on the NPRT contact Major Ken Robinson, SAF/AQXA, DSN 223-3220.

SAF/AQ approved the results of AFMC/PK and SAF/AQC's review of field-level FAR supplements 17 Oct 95. The field level supplements will be cancelled as of Dec 1 and some information will be incorporated into Hq AFMC or higher-level FAR supplements.

5. Reinventing the AFSARC process through Integrated Process Teams.

The Air Force's enhanced corporate structure will stand-up on Nov 1. The new structure includes the establishment of the Air Force Group, realignment of the existing resource allocation teams into mission/mission support panels, and implementation of integrated process teams (IPT) for major programs, weapons systems, and issues. This guidance, approved by CSAF, complements previous acquisition community initiatives, like Lightning Bolt #5, in ensuring that IPTs are used to successfully manage major weapon system programs.

Of the 70 identified Air Force IPTs, many of which are not acquisition-oriented (like BRAC, PCS, Family Programs, etc.), 15 are SAF/AQ-led, including B-2, F-22, JDAM, JSTARS and Theater Missile Defense. Many acquisition programs were incorporated in "basket" groupings of related projects to limit the number of total IPTs. The new corporate structure does not effect PEM assignments or responsibilities. The defined leadership and membership responsibilities of all the IPTs are being articulated to the new organizations in preparation of building the 98 POM. Of particular concern is the concept that: Another organization leading the IPT (XO, SC, etc.) does not absolve AQ of any obligations in dealing with the acquisition aspects of the program(s) (congressional, "third floor).

IPT training is progressing along several fronts, including 1) monthly AQ sessions open to all HQ USAF offices, 2) a new OSD-sponsored effort to

produce an IPT education video, and 3) IPT leader training geared toward orienting new corporate structure IPT personnel to the enhanced board structure. Acquisition community participation is imperative in these training efforts, in that many AQ personnel have experience in IPT implementation. Further IPT policy guidance will be published in a SAF/AQ memorandum by Dec 1.

6. Enhance the role of past performance in source selections.

With the cancellation of the AF Acquisition Reform Senior Steering Group meeting on 20 Oct, SAF/AQC and AFMC/PK are re-scheduling meetings with SAF/AQ on specific AFMC and AF implementation actions on LB #6.

- In the area of improving the data base for collection of past performance information, AFMC is proposing a revision to its CPARS instructions and the CPARS form for major systems acquisition.
- In the area of applying past performance information to source selection evaluations, revisions to AFFARS Appendix AA and BB was drafted to include the new approach to past performance consideration. There will be a recommendation to issue a guide for doing Performance Risk Assessments.

An approach to training is being developed.

Upon SAF/AQ approval of recommendations, SAF/AQC and HQ AFMC/PK can finalize AFMC policy implementation and the rewrite of CPARS instructions for major systems.

7. Replace acquisition documents with the Single Acquisition Management Plan (SAMP).

The final version of the SAMP policy and guide is now in formal Pentagon coordination. All ACAT I programs are required to submit a SAMP by either 31 Dec 95 or 28 Feb 96. The due date is determined by when the program's acquisition reform program review (Lightning Bolt #8 Review) was conducted. Those programs reviewed in either September or October (PEO/TS, PEO/ST, and SMC) are due on 31 Dec 95. Those programs reviewed in November or December (PEO/CI, PEO/TA, PEO/SP, WRALC, ESC) are due on 28 Feb 96. ACAT II programs are expected to prepare a SAMP at the "next event", either a milestone review or change in acquisition strategy. Use of the SAMP is optional for all other programs. The latest version of the SAMP guide is now loaded on the AQ Home Page.

8. Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

Acquisition Reform Implementation Reviews are scheduled:

- Nov 8 - PEO for Command, Control, Communications (PEO/CI) portfolio
- Nov 15- PEO for Combat Support Systems (PEO/CB) portfolio
- Nov 28- PEO for Tactical/Airlift Systems (PEO/TA) portfolio
- Dec 11- PEO for Space (PEO/SP) portfolio
- Dec 14- WR-ALC selected programs
- Dec 15- ESC selected programs

9. Enhance our acquisition workforce with a comprehensive education and training program that integrates acquisition reform initiatives.

The Training Implementation Plan is in final draft and HQ AFMC/DP will review it the first week of Nov before presentation to SAF/AQ and AFMC/CC. Along with the Implementation Plan, a Master Calendar is complete . This calendar shows education and training courses (dates and locations) and the steps required to ensure the completion of the training. Three joint USAF/Industry Acquisition Reform training sessions are scheduled for Fort Belvoir on Dec 7 and Fort McArthur, CA on Jan 23 and 24.